By Appointment to
His Majesty King Charles III
Building Conservation Services
SSH Conservation Ltd
Somerset

SSH
CONSERVATION
HISTORIC BUILDING & MONUMENT CONSERVATION

# Corporate Responsibility Report 2026

## Reporting year 2025/26

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| **Reporting year** | 2025/26 |
| **Issue date** | 22 October 2026 |
| **Approved by** | Jake Motley, Managing Director |
| **Next report** | September 2027 |


SSH Conservation Ltd · The Forge, Over Stratton, Somerset TA13 5LB · 07944 221226 · office@sshconservation.co.uk · www.sshconservation.co.uk
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# 1. Statement from the Managing Director

SSH Conservation Ltd repairs and conserves historic buildings and monuments: listed buildings, scheduled monuments, churches, churchyards, memorials and designed landscapes across the United Kingdom. Almost everything we work on belongs, in a practical sense, to a community — a parish, a trust, a council, a group of volunteers who raise the money to keep it standing. Responsibility to those communities, to the people who work for us, to the fabric we are entrusted with and to the environment in which we work is therefore not a separate corporate programme; it is the substance of the job.

This is our first Corporate Responsibility Report as SSH Conservation Ltd. It sets out how we manage our responsibilities across five areas — our people, craft skills and social value, communities and heritage, the environment, and ethical business conduct — what we did during the reporting year, and the commitments we have made for the year ahead. It draws on our policy suite, reissued on 22 October 2026, and on the records we maintain, which are available on request.

We are a small company with a long inheritance of conservation practice. Our aim in publishing this report is to be measured against it: where we have set a baseline rather than a target, we say so, and we will report progress against each commitment next year.

*Jake Motley — Managing Director, SSH Conservation Ltd*

# 2. About SSH Conservation

SSH Conservation Ltd (Company No. 16200975) is a specialist building and monument conservation contractor based at The Forge, Over Stratton, Somerset, holding a Royal Warrant of Appointment to His Majesty King Charles III for Building Conservation Services. We work as main contractor and as specialist masonry and conservation subcontractor to principal contractors, architects, surveyors and heritage bodies; the Company and its predecessor, Sally Strachey Historic Conservation Ltd, have worked for clients including English Heritage, Cadw, the Royal Parks, Royal Botanic Gardens Kew, cathedral and parochial church councils, local authorities and charitable trusts.

SSH Conservation is a Managing Director-led business working with an established team of labour-only masons, carvers and conservators and with specialist subcontractors, most of whom have worked with the Company and its predecessor for many years. That structure gives us direct visibility of everyone who works on our behalf, and it shapes how we approach every area of this report.

The Company holds CHAS Advanced accreditation (inspection 2 September 2026, valid to 2 September 2027) and has CIS gross payment status from 1 October 2026.

Our work is founded on conservation principles — minimum intervention, repair in preference to renewal, like-for-like materials and the use of lime — which, as sections 5 and 6 explain, are also the basis of our social and environmental contribution.

# 3. Our Approach and Governance

Responsibility for corporate responsibility rests with the Managing Director, who approves the policies listed below, commits the resources needed to deliver them, and reviews performance at management review. The Managing Director and the lead conservator on each project identify social value and environmental opportunities and constraints at the start of the project; the lead operative nominated for each project implements controls day to day; and the Managing Director, any employees, and everyone working under

the Company's direction, including labour-only subcontractors, are expected to contribute through our consultation arrangements.

Our commitments are set out in a suite of policies and statements, each signed by the Managing Director and reviewed annually. The full suite was reissued on 22 October 2026 and is next due for review in October 2027. Those most relevant to this report are:

| Policy or statement | Current issue | Area of this report |
|---|---|---|
| SSH-POL-01 Health and Safety Policy | 22 Oct 2026 (next review Oct 2027) | Our people (section 4) |
| SSH-POL-12 Mental Wellbeing Policy; SSH-POL-11 Drug and Alcohol Policy; SSH-POL-05 Welfare Arrangements | 22 Oct 2026 (next review Oct 2027) | Our people (section 4) |
| SSH-POL-17 Equality, Diversity and Inclusion Policy; SSH-POL-18 Anti-Bullying and Sexual Harassment Policy | 22 Oct 2026 (next review Oct 2027) | Our people (section 4) |
| SSH-POL-09 Staff Training Statement; SSH-POL-08 Staff Consultation Statement | 22 Oct 2026 (next review Oct 2027) | Our people and craft skills (sections 4 and 5) |
| SSH-POL-16 Social Value Policy | 22 Oct 2026 (next review Oct 2027) | Craft skills, social value and communities (sections 5 and 6) |
| SSH-POL-14 Environmental Policy | 22 Oct 2026 (next review Oct 2027) | Environment (section 7) |
| SSH-POL-15 Circular Economy Statement | 22 Oct 2026 (next review Oct 2027) | Environment (section 7) |
| SSH-POL-23 Modern Slavery and Human Trafficking Statement; SSH-POL-24 Illegal Workers Statement | 22 Oct 2026 (next review Oct 2027) | Ethical business (section 8) |
| SSH-POL-21 Anti-Bribery and Corruption Policy; SSH-POL-22 Anti-Facilitation of Tax Evasion Policy; SSH-POL-19 Whistleblowing Policy | 22 Oct 2026 (next review Oct 2027) | Ethical business (section 8) |
| SSH-POL-20 Data Protection (UK GDPR) Policy | 22 Oct 2026 (next review Oct 2027) | Ethical business (section 8) |
| SSH-POL-10 Subcontractor Management Policy | 22 Oct 2026 (next review Oct 2027) | Ethical business and supply chain (section 8) |
| SSH-POL-13 Quality Management Policy; SSH-POL-02 Risk Management Policy; SSH-POL-07 Monitoring, Audit and Review Statement | 22 Oct 2026 (next review Oct 2027) | Governance and assurance (section 9) |

Policies are communicated at site induction, through policy display and issue to everyone working for the Company, at company and site meetings, and to subcontractors through prequalification and subcontract order conditions. A signed communication record is retained for each policy.


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# 4. Our People

## 4.1 Health, safety and welfare

The health and safety of everyone working for the Company, our specialist subcontractors and everyone affected by our work is our first responsibility. Our arrangements are set out in the Health and Safety Policy and delivered through project-specific risk assessments and method statements (RAMS), site inductions, a weekly toolbox talk programme with signed attendance, and documented welfare arrangements for every site.

Our sites are inspected independently by BSG (Building Safety Group), monthly, or as needed, while projects are running. Notably, that programme originated as a request raised by the site team at a company meeting and actioned by the Managing Director; our site teams value the inspections because they feel supported by them. All accidents, incidents and near misses are recorded on our incident report, investigated for root cause and closed out with corrective action, and trends are reviewed annually.

During the reporting year we maintained a training matrix covering CSCS, SMSTS, SSSTS, temporary works supervision and coordination, PASMA, first aid at work, face-fit testing, asbestos awareness and abrasive wheels, and we carried out a full review of our CHAS records in July 2026, identifying and actioning the renewals due, ahead of the CHAS Advanced inspection on 2 September 2026.

## 4.2 Mental health and wellbeing

Construction, and heritage work in particular, is physically demanding and often carried out in small teams away from home. We maintain a Mental Wellbeing Policy and a Drug and Alcohol Policy. The Managing Director leads on mental health and wellbeing and has completed BSG Mental Health Awareness training. We deliver toolbox talks on health and wellbeing and on drugs and alcohol, and encourage open communication through site inductions, toolbox talks, catch-ups and site messaging groups. Everyone working for the Company is encouraged to speak in confidence to the Managing Director, the lead operative on site, or through our consultation arrangements, and flexible arrangements and adjustments are considered on request.

## 4.3 Equality, diversity and inclusion

We provide equal opportunities and encourage learning and personal development throughout the company, supported by our Equality, Diversity and Inclusion Policy and our Anti-Bullying and Sexual Harassment Policy. Recruitment and selection are conducted on merit against the requirements of the role, and reasonable adjustments are made to enable participation in site visits, placements and employment.

In a trade that remains heavily male-dominated, we provide visible role models of women working at every level — site manager, mason and conservator — and we actively encourage applications from those under-represented in the conservation crafts. Any conduct falling short of these standards can be raised through our consultation arrangements or our Whistleblowing Policy, and is acted upon.

## 4.4 Consultation and development

Individual development, training needs and CPD are discussed with the Managing Director and recorded in the company training matrix. Ad hoc site-based training is delivered continually through toolbox talks, which any member of the site team may instigate. We encourage everyone who works for us to continue their education while working with us, including further training for surveying qualifications and application for Icon accreditation; the Company has an Icon-accredited conservator in its team.


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## 5. Craft Skills and Social Value

Conservation masonry and building conservation are a shrinking skills base nationally. Sustaining and passing on those skills is the most significant social contribution our business makes, and it is the first priority of our Social Value Policy.

- **Multi-disciplinary training.** We train a deliberately integrated workforce — masonry, carving and conservation together rather than as separate trades — so that those entering the industry understand the integrated nature of architectural and monument conservation.
- **Institutional links.** The masons in our continuing team have qualified through Bath College, Moulton College and Weymouth College, and its conservators through the City and Guilds of London Art School and Weymouth College via Bournemouth University. We maintain relationships with these institutions and open our sites for day visits by college staff and students, careers guidance and work placements.
- **Mentoring.** Every apprentice, trainee and placement student is allocated a mentor. We regard mentoring as a duty to the industry as a whole: mentors are responsible for instilling good practice and a scrupulous attitude to site rules in those starting out.
- **Apprenticeships.** We do not currently employ apprentices or trainees. Establishing an apprenticeship route is a key business plan objective, and where a project's scale and duration allow we seek to create at least one new training or placement opportunity on that project.
- **Local employment and supply.** We engage local labour and source from local suppliers wherever the specification and available skills allow, and we make every effort to source local unskilled or partially skilled labour in order to offer training opportunities in the conservation sector.
- **Contribution to the industry.** We contribute to technical conferences on lime technique. Through its predecessor, Sally Strachey Historic Conservation Ltd, the continuing team has built an archive documenting thirty years of techniques applied to original materials and structures, which is used as a teaching resource.
- **Support in kind.** We offer initial technical advice on the care of historic fabric without charge to parishes, small trusts and community groups who approach us, whether or not the enquiry leads to work.

## 6. Communities and Heritage

The buildings we repair are places of worship, civic landmarks, museums and public spaces that people use, care for and raise funds to sustain. Repairing a historic building keeps a community asset in use and, in most cases, improves it for public use, supporting visitor numbers, events, local volunteering and employment, and drawing further funding into the area.

We invite the public to engage directly with our projects, supporting community open days, heritage open days and fundraising events with demonstrations of conservation techniques and craft skills where the programme and site safety allow. We explain the breathability needs of historic buildings and the reasons for the use of lime to Parochial Church Councils, trustees and other client bodies — knowledge that directly reduces the risk of well-intentioned but damaging repairs in future and helps clients make better use of scarce conservation funding.

Because our sites are close to the communities they serve, we take care over amenity. Working hours are agreed with the client and local authority; noisy operations are scheduled to avoid services, ceremonies, funerals and other sensitive periods in and around places of worship and churchyards; neighbours are informed in advance of noisy phases; and complaints are logged, investigated, responded to and reported to the client.


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Health and safety is the greatest challenge of inviting inexperienced trainees and members of the community onto conservation sites, and we manage it deliberately rather than allowing it to become a reason not to engage: thorough inductions for visitors as well as trainees, full PPE for everyone on site, close supervision of less able-bodied, young or senior visitors, and a willingness to decline or defer any visit that cannot be made safe.

Feedback is sought from clients, architects, parishioners and visitors through feedback forms and testimonials, and is used to improve how we engage on subsequent projects.

# 7. Environment

## 7.1 Conservation as an environmental practice

Conservative repair extends the service life of existing building fabric and avoids the far greater embodied carbon, waste and resource consumption of demolition and replacement. Every square metre of historic masonry we repair rather than replace retains material already in productive use and avoids the extraction, processing and transport of new stone. Our use of lime rather than cement matters beyond its lower embodied carbon: lime mortar is deliberately weaker than the stone it beds, so masonry repaired in lime can be dismantled and its stones recovered intact in future, whereas cement repair forecloses that recoverability. We take that decision in favour of recoverability on every project where the fabric allows.

## 7.2 Our significant environmental aspects

Our Environmental Policy identifies the impacts for which the business is most significantly responsible, in order of materiality, and states how each is controlled. In summary:

- **Transport fuel and business travel — our largest impact.** Journeys are consolidated at pre-start; local labour and suppliers reduce distance and accommodation nights; car sharing is coordinated; idling is prohibited; and fuel card and mileage data are collected to establish a baseline for reduction targets.
- **Materials and embodied carbon.** Repair before replacement; lime in preference to cement; stone matched to original geology from UK quarries wherever a match exists; FSC-certified timber; materials ordered to measured take-offs; surplus stone, lime, aggregate and timber redeployed across projects.
- **Water use and pollution — our highest-consequence risk.** A drainage and runoff assessment for every wet cleaning or chemical project; drains covered and runoff contained; arisings settled and filtered and removed as controlled waste; biocide use minimised and applied only where technically justified; spill kits on every site.
- **Waste, including hazardous waste.** The waste hierarchy applied from estimating stage; waste segregated by stream; historic fabric retained or returned to the client; asbestos and lead presumed present until surveyed; registered carriers and permitted facilities only; no burning or burial of waste on site.
- **Dust, emissions and air quality.** On-tool water suppression or M-class extraction; hand techniques preferred; sheeting and encapsulation; low-VOC products; mains power in preference to generators; NRMM compliance in London.
- **Biodiversity on historic fabric.** Bats, nesting birds and lichen assemblages identified at pre-construction stage; work stopped where a roost or active nest is found; external works timed around nesting and bat activity seasons; cleaning specifications reviewed for their effect on lichen and bryophyte communities; scaffold and compounds kept clear of tree root protection areas.
- **Energy, noise and amenity.** Eco welfare units with solar power where available; LED lighting on replacement; quietest practicable methods; section 61 consents where required.


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### 7.3 Circular economy

Our Circular Economy Statement (SSH-POL-15, Version 2.0, October 2026) sets out a three-phase programme to move from circular practices that are real but largely unmeasured to a measured and targeted position: a materials and waste baseline and stone reuse register from September 2026, followed by reuse targets and supplier take-back arrangements, and then reporting against those targets. Progress will be reported in next year's report.

### 7.4 Environmental performance

The priority for the reporting year has been to establish reliable fuel, waste and water data as the basis for reduction targets, supporting our progression towards ISO 14001 certification and net zero. No environmental enforcement action or reportable pollution incident occurred during the year. Fuel, waste and water baselines are being established during 2026/27 and will be reported in the next report.

## 8. Ethical Business and Supply Chain

We conduct our business honestly and expect the same of everyone who works with us. Our Anti-Bribery and Corruption Policy and Anti-Facilitation of Tax Evasion Policy (which now incorporates our corporate criminal offence procedures) set out the standards we apply, supported by a risk assessment for the prevention of the criminal facilitation of tax evasion and a communication and training record. Our Whistleblowing Policy enables anyone to raise concerns without fear of reprisal.

Although we are below the turnover threshold at which the Modern Slavery Act 2015 requires a published statement, we publish a Modern Slavery and Human Trafficking Statement voluntarily. We verify the identity and right to work of every person engaged, whether employed or labour-only; engage workers and subcontractors directly, pay fairly and promptly against agreed terms and never withhold wages, documents or deposits; vet subcontractors and key suppliers for competence, insurance and employment practices before appointment; source materials so far as practicable from established UK and European suppliers with transparent supply chains; and remain alert on site to indicators of exploitation. Any evidence of modern slavery in our supply chain will result in immediate termination of the relationship and referral to the relevant authorities.

Subcontractors are assessed at prequalification and monitored under our Subcontractor Management Policy, which asks for their environmental policy and treats employment practice and environmental performance as part of the assessment. From 2026/27 an inspection/review of each subcontractor's performance is recorded during the contract. We pay our supply chain in accordance with agreed terms, recognising that late payment transfers cost and risk to the smaller specialist businesses on which our sector depends.

Personal data is handled in accordance with our Data Protection (UK GDPR) Policy, which reflects the UK GDPR and the Data Protection Act 2018, as amended by the Data (Use and Access) Act 2025, and we hold professional indemnity, employers' liability and public and products liability insurance appropriate to our work, renewed annually.

## 9. Governance and Assurance

Our management system is assured in three ways. Internally, the Managing Director and the lead operative on each project carry out site inspections, weekly HSEQ monitoring is recorded, and the Managing Director reviews performance and each policy annually under our Monitoring, Audit and Review Statement.


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Externally, BSG (Building Safety Group) inspects our sites monthly, or as needed, while projects are running, and reports independently. And through accreditation, our arrangements are assessed for CHAS: following a full records review in July 2026, we achieved CHAS Advanced on inspection on 2 September 2026 (valid to 2 September 2027). The policy suite was reissued on 22 October 2026 and its next annual review is due in October 2027.

Where a client operates its own social value or environmental framework, including the National TOMs and, for public-sector contracts under the Procurement Act 2023, the government Social Value Model, we work to those requirements in addition to our own policies and report in the format the client specifies. Social value and environmental performance form part of the Key Performance Indicators agreed with the customer where the contract requires them.

## 10. Performance Summary 2025/26

The measures below are those for which 2025/26 figures are available. Baselines for the other measures our policies commit us to record — including accidents, incidents and near misses, BSG inspections, toolbox talks, training days, qualifications, site visits and placements, free technical advice, fuel consumption, waste, environmental incidents, subcontractor assessments and feedback — are being established during 2026/27 and will be reported in the next report.

| Measure | 2025/26 | Basis |
|---|---|---|
| Apprentices and trainees employed | 0 | Social Value Policy, section 4.2 |
| Reportable pollution incidents or enforcement action | 0 | Environment Agency / local authority |

## 11. Commitments for 2026/27

- **People.** Complete the certificate renewals identified in the July 2026 CHAS review and renew CHAS Advanced before 2 September 2027; maintain BSG independent site inspections monthly, or as needed, while projects are running; deliver a toolbox talk on health and wellbeing on every project.
- **Craft skills.** Recruit our first apprentice or trainee, allocated a mentor, and agree at least one training or placement opportunity on each project whose scale and duration allow.
- **Communities.** Record every site visit, open day and educational engagement hosted, and every instance of free technical advice given, so that next year's report states them in full.
- **Environment.** Establish the fuel, waste and water baselines and the stone reuse register by February 2027; set reduction and reuse targets from them; and progress our ISO 14001 readiness. Establish a project take-off and centralised procurement process such that transportation and wastage are reduced.
- **Ethical business.** Maintain right-to-work verification for 100% of those engaged (currently a mandatory check through the engagement company used for our labour-only subcontractors (LOSC)); issue the prequalification questionnaire to every new subcontractor before appointment and record an inspection/review of each subcontractor during the contract; and pay all supply chain invoices within agreed terms.
- **Governance.** Maintain the version, issue date and review date control introduced with the October 2026 reissue of the policy suite; complete the annual policy review by October 2027; and publish the second Corporate Responsibility Report in September 2027.


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## 12. Review

This report is approved by the Managing Director and will be reissued annually. Comments and questions are welcome and should be addressed to office@sshconservation.co.uk.

**Supporting evidence (maintained and available on request):** SSH Conservation policy suite (October 2026 reissue) as listed in section 3 with signed communication records; CHAS Document Index & Review Register 27.07.26; Training Matrix 2026; BSG site inspection reports; incident and near-miss reports; toolbox talk sign-off sheets; waste transfer and hazardous waste consignment notes; fuel, mileage and utility data; subcontractor prequalification records; volunteering register; client, architect and stakeholder feedback forms and testimonials.


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